AN INTRODUCTION TO BUSINESS IMPROVEMENT AREAS

Ministry of Municipal Affairs,
Recreation and Culture

AN INTRODUCTION TO BUSINESS IMPROVEMENT AREAS

MINISTRY OF MUNICIPAL AFFAIRS, RECREATION AND CULTURE
PROVINCE OR BRITISH COLUMBIA

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1.0 INTRODUCTION

The Province of British Columbia has introduced new legislation which enables the creation of Business Improvement Areas, or BIAs.

A Business Improvement Area is a system that allows property owners and business owners in an area to pool their efforts and funds for marketing, planning, and management activities that can improve the business area. The term "BIA" refers both to the organization that administers the activities of the BIA and to the geographic area within which property owners and businesses participate in the BIA.

This document provides a brief introduction to the BIA concept and how it works. More information is available from the Provincial BIA coordinator.

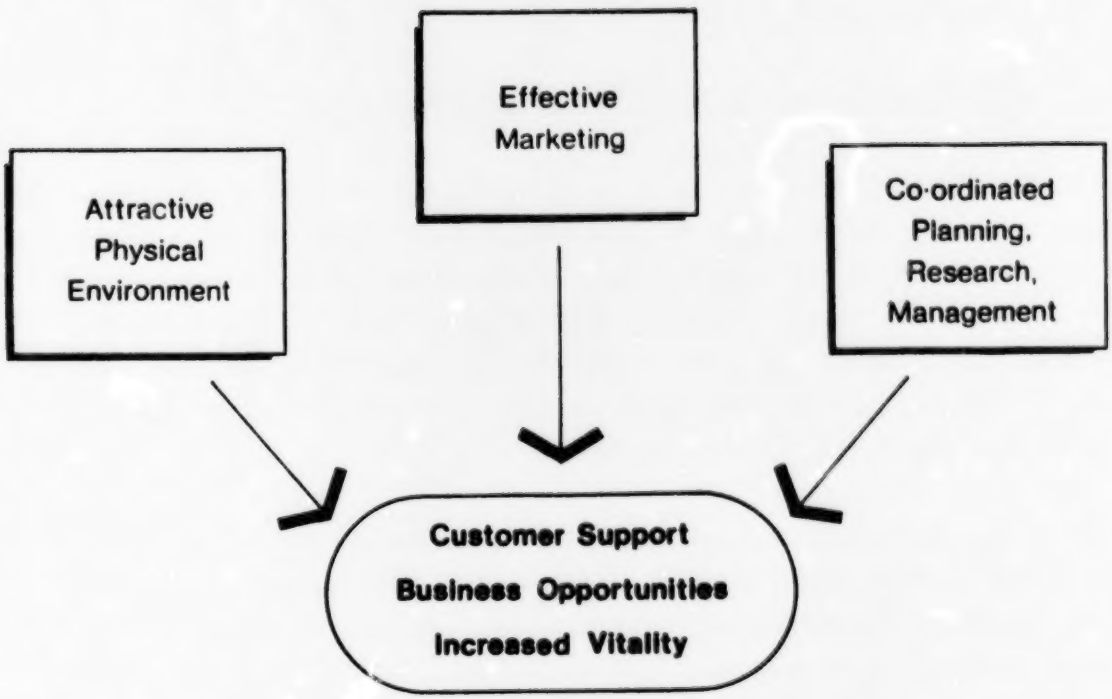
Building on the Strength of the Downtown Revitalization Program

In 1980, the Province of British Columbia created the Downtown Revitalization Program to provide financial and technical support for communities and business organizations who wanted to improve the attractiveness and viability of commercial areas. Since the start of the program, 120 of the 145 Municipalities in B.C. have participated and municipal loans for capital works totalling $20 million have been approved. This participation shows the tremendous interest in B.C. communities in strengthening downtowns and commercial centres.

The Downtown Revitalization Program primarily addresses the need for physical improvements in commercial areas, because an attractive shopping area -- with good parking, interesting streetscapes, well-maintained and appealing storefronts -- can attract customers and new businesses.

While the physical environment is important in the success of a commercial area, people involved in revitalization programs know that physical improvements are not the whole story. Maintaining and increasing a commercial area's viability requires coordinated promotion and advertising, regular special events, cooperative efforts by all of the business people in the area, and a good organization to keep the momentum going.

Ingredients for Successful Business Area Revitalization or Improvement



The ongoing management and marketing of commercial areas, when it happens at all, is usually handled by a local business association in which membership (and financial support) is voluntary. Typically, these organizations depend heavily on the efforts of a few core members, have little money, and spend much of their time simply trying to build interest and raise funds.

A New Opportunity for Managing and Marketing Business Areas

The lack of a firm membership and funding base has, in many commercial areas, severely constrained the overall revitalization effort. As a result, many of the investments in physical improvements have not been followed by the necessary investment in ongoing management and marketing that are needed to keep drawing customers and increasing the vitality of the area.

There has been a clear need for a mechanism to help sustain ongoing management and marketing in commercial areas. To fill this need, the Province has adopted legislation allowing for the creation of Business Improvement Areas, or BIAs. Appendix 1 contains the Provincial enabling legislation for BIAs.

A BIA is both an organization and a geographic area with specific boundaries. The organization enables property owners and businesses to pool funds and efforts, on an ongoing basis, for marketing, beautification, research, maintenance, management, and other initiatives. The specific geographic boundary defines the area within which the organization operates and within which property owners and businesses participate in the BIA. BIA participants decide how much money they want to raise for BIA activities and then, with the assistance of the Municipality, these funds are collected from within the BIA via a special levy on commercial and industrial property.

The BIA approach is already in place in several other provinces and it is proving to be successful.

Who Can Have a BIA?

Any type of commercial or industrial area within a Municipality can become a Business Improvement Area, as long as there is support from property owners, Council, and local businesses. The use of the BIA legislation is not restricted to downtowns, although it is likely that most BIAs will be in downtown areas or local commercial districts that act as the main shopping area for a community.

It is not compulsory for a community to have a BIA. Each business area can decide whether a BIA is appropriate and, if so, there is considerable flexibility in creating a BIA organization that best meets the needs of the area. A Municipality can contain more than one BIA.

What Are the Benefits?

Establishing a BIA will benefit individual property owners and businesses, the entire business area, and potentially the whole community. The benefits include:

- **Coordinated efforts.** Working together, property owners and businesses can achieve more than by working alone. By planning, marketing, making improvements, and seeking funds as a group, the efforts of BIA participants will have more impact and more profile in the community.

- **Sustained funding.** By providing for ongoing funding of management and marketing tasks, the BIA allows the participants to plan programs in advance. This will produce better results than can be achieved by ad hoc projects, launched on short notice, for which funds must be collected "door to door". Participants can spend more time doing productive work because they do not have to spend as much time collecting donations.

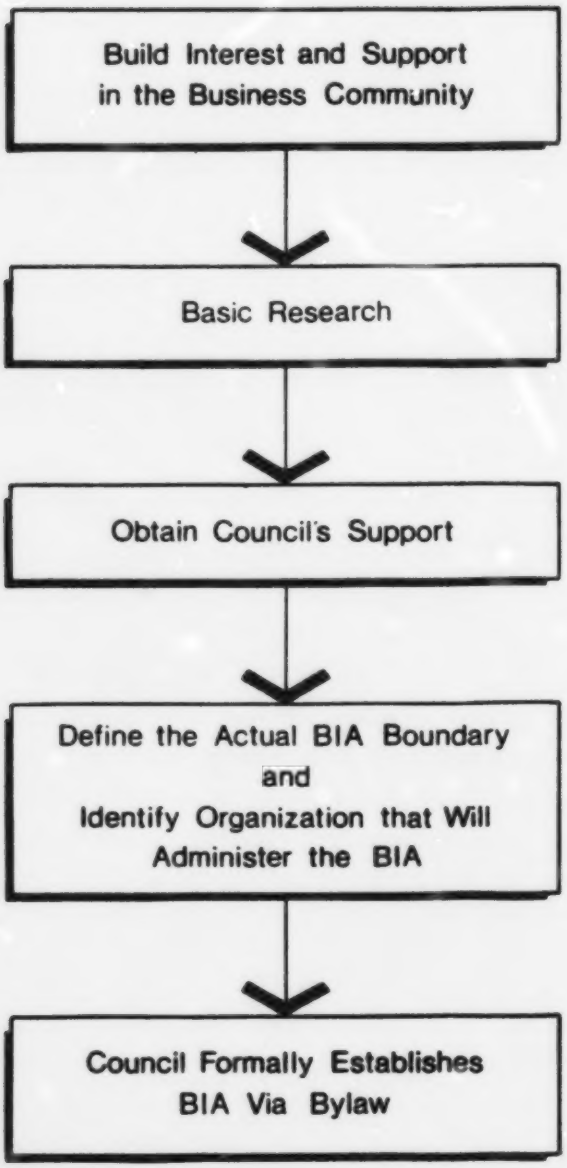
- **Self-reliance.** The BIA uses funds generated from within the BIA boundary. Participants decide how much money to raise and then decide how to allocate it. The BIA provides the mechanism for participants to collect money from within their area and then spend it on useful projects in their area.

- **Access to professionals.** The BIA can use some of its funds for professional staff or consultants.

- **Strong public image.** Establishing a BIA demonstrates the commitment of the business community to improving the area. The activities of the BIA raise the profile of the area.

- **Community benefits.** A BIA can help build a business area that is physically attractive, well-marketed, and economically successful. This can help enhance the image and economy of the entire community.

Steps in Establishing a BIA


Build Interest and Support in the Business Community
Basic Research
Obtain Council's Support
Define the Actual BIA Boundary and Identify Organization that Will Administer the BIA
Council Formally Establishes BIA Via Bylaw

2.0 THE ROLES OF PROPERTY OWNERS, BUSINESSES, AND MUNICIPAL COUNCILS IN STARTING A BIA

There are 5 main steps in the creation of a BIA:

- building the necessary interest and support in the business community.
- doing some basic analysis regarding boundaries, finances, organization and other aspects of the BIA.
- obtaining the support of Council.
- deciding on the actual boundaries and the organization that will administer the BIA.
- formally establishing the BIA via Municipal bylaw.

In each of these steps, there are specific roles that should be played by property owners, businesses, and Municipal Council.

Building Interest and Support

The development of a BIA in a community must start with some group that believes the BIA concept can work and will be of value in the business area and the community. This could be a group of business people, a group of property owners, or Municipal Council, although it is preferable if the impetus for establishing a BIA comes from within the business area. The group can be an existing organization (perhaps a Downtown Business Association or Chamber of Commerce) or simply a group of interested people.

This group must take the initiative to become educated about the BIA concept and then build interest and support among property owners and businesses in the area that will become the BIA. Interest can be generated by having an open meeting, by inviting the BIA Coordinator from the Ministry of Municipal Affairs to speak, or by giving out information in one-on-one contacts.

Doing Some Basic Analysis

Before proceeding too far on the road to establishing a BIA, it will be important to do some homework. Property owners, businesses, and Council are likely to have many questions and so the group trying to build support should be able to provide answers:

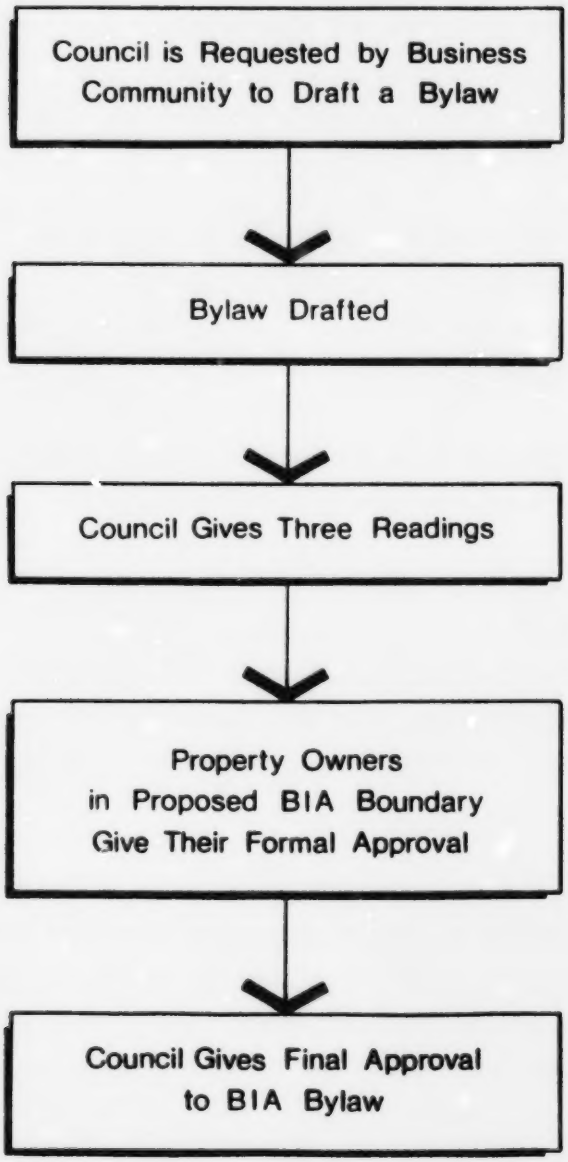
- what geographic boundary makes sense?
- what opportunities or concerns exist in this area that warrant the creation of a BIA?
- what activities would the BIA take on and what budget is required?
- how much will individual property owners have to pay to raise the necessary budget?
- what organization should administer the BIA (an existing organization, or a new one created specifically for the purpose)?

Obtaining the Support of Council

Municipal Council must actually create the BIA via bylaw. Before approaching Council with a formal request for a BIA bylaw, it will be helpful to obtain Council's support or approval in principle. This will make the formal process as smooth as possible.

To obtain Council's support, it may be necessary to demonstrate the value of the BIA concept and show that there is support from business and property owners (perhaps in the form of letters of support, or a petition) within the proposed BIA boundary. It may also be important to show that enough homework has been done to prove that a BIA will be viable.

BIA Bylaw Procedure


Council is Requested by Business Community to Draft a Bylaw
Bylaw Drafted
Council Gives Three Readings
Property Owners in Proposed BIA Boundary Give Their Formal Approval
Council Gives Final Approval to BIA Bylaw

Deciding on Boundaries and on the Organization

Because the BIA bylaw will describe the actual geographic boundaries of the BIA and will name the organization that will administer the BIA, it will be necessary to address these items in advance.

Property owners and businesses should achieve consensus on the boundaries, the organizational structure, and other basic aspects of the BIA (see Chapter 3.0 for more information about actual BIA structure and operations).

Formally Establishing a BIA by Bylaw

There is a specific procedure, defined in the legislation, for establishing a BIA. In this procedure, there are clearly defined roles for property owners and Municipal Council.

The specific steps are as follows:

1. The Municipal Council must first authorize the drafting of a bylaw to create the BIA. A separate bylaw is needed for each BIA in a community. This bylaw will define the geographic boundary of the BIA and will contain the specific formula for funding the BIA via the collection of a special property tax levy on all commercial and industrial properties within the BIA. Presumably, Council would not authorize the bylaw unless there was a strong show of support within the proposed BIA. A sample bylaw is shown is Appendix 2.

2. Council must give the bylaw three readings.

3. After the bylaw has been given three readings, the property owners within the BIA must give their approval before the BIA can actually be created. There are three alternative ways in which this approval can be given. The first alternative (which is the one recommended by the Ministry) is a Petition of Support, in which over two thirds of the property owners within the proposed BIA must sign a petition indicating

their support. The other two alternatives, which are described in Section 674 (4) of the Municipal Act, are Assent of the Electors and Council Initiative Plan. The first alternative is favoured because it most clearly demonstrates widespread support for the BIA.

4. After the approval of the property owners, Council can give final approval of the bylaw, thereby formally establishing the BIA. Once the bylaw is approved, all commercial and industrial properties in the BIA must contribute to the BIA, via a levy on property. The payment of this levy is mandatory and it is collected at the same time as the annual property tax. (See Chapter 4.0 for more information.)

This process is required to create the legal authority in the community for the establishment and ongoing funding of the BIA.

The provincial legislation only prescribes the above basic process. After that, there is considerable flexibility in the set-up and operation of each individual BIA organization, as described in Chapter 3.0.

The steps outlined above describe very specific roles for Council and property owners. But what about businesses owners within the BIA who do not own property in the area? Business owners can certainly be part of the effort to create a BIA. After all, businesses stand to benefit from a BIA that has a mandate for ongoing marketing and business area improvement. However, in the actual establishment of the BIA, it is Council and property owners who must make the decision. This is because the BIA is funded by a tax on property. Once the BIA is established by bylaw, the BIA organization can define how property owners and businesses in the area can participate on an ongoing basis.

3.0 MANAGING AND OPERATING THE BIA

The bylaw designates the boundary of the BIA and it also prescribes the levy that will be charged on all commercial and industrial properties. The bylaw also designates a specific organization that will manage and operate the BIA. This may be an existing organization (such as a downtown business association) or it may be a new organization created specifically to manage and operate the BIA. In either case, the organization will require articles of incorporation or a constitution to govern its affairs, including the following subjects:

Membership

The bylaw requires all commercial and industrial property owners to pay a levy to fund the BIA. However, the bylaw does not define who can be a member of the BIA organization that will actually decide on the BIA's plan of action, prepare a budget and do the work.

Each BIA organization will have to decide who can be a member (candidates could include property owners, business owners) and who is allowed to vote on various issues.

Board of Management

The organization will need a defined procedure for electing a Board of Management to administer the affairs of the BIA. Presumably, the Board should be made up of members of the organization, but the members must decide on the composition of the Board (e.g. some property owners, some businesses who are tenants, and possibly a Council member) and the procedures for election.

The organization will have to decide on a formal structure for the Board, including naming Officers (e.g. President, Vice-Presidents, Secretary, Treasurer) and their respective responsibilities.

Powers of the Board

The organization will have to decide on the specific responsibilities and limitations of the Board and Officers. The Board may be given the authority to: form subcommittees with specific jobs, prepare an annual work program and budget for consideration by the membership, implement the work program (which may include marketing, consultant studies, streetscape maintenance, design work, hiring staff, liaising with Council).

Based on the legislation, the Board cannot incur any debts (beyond the current year's operation) and it cannot own real property or undertake capital works on private land.

Staff and Consultants

The BIA organization has the power to hire staff and consultants for research, analysis, design of marketing programs, or other components of the BIA's plan of action.

BIA Activities

The BIA has tremendous scope for its activities. The BIA can be involved in marketing and promotion, planning for the area, parking promotions, street maintenance and beautification projects, storefront design guidelines, merchandising improvement plans, membership recruitment, grant applications...in short, the BIA can take on almost any project that its members approve, that it can pay for without borrowing, and that will help enhance the business area in the short or long term.

4.0 FINANCING THE BIA

The BIA's main source of funding will be the annual levy on commercial and industrial properties (i.e. assessment classes 5 and 6) within the BIA, as prescribed in the Municipal bylaw. It should be noted that this levy is "self-imposed". The BIA organization is, in effect, simply asking the Municipality for assistance in collecting funds from BIA participants via the property tax.

The BIA may also find other sources of funds. For example, the BIA may have a membership charge for various classes of members. In addition, the BIA may be able to obtain grants and donations.

Each year, the BIA should go through the following financial budgeting and approval process:

1. The Board of Management should prepare a draft budget, based on its objectives for the coming year and based on its estimated resources. Appendix 3 shows some sample budgets for a BIA and Appendix 4 describes a typical program of activities for the year.

2. This budget should be presented for approval by the membership of the BIA organization, perhaps at the Annual General Meeting.

3. The Board of Management will submit the budget (which has presumably been approved by the membership) to Council. Council has the authority to approve the budget, or to not approve it and request the Board of Management to make amendments.

4. When Council approves the budget, it also approves the collection of the property tax levy (on all commercial and industrial properties in the BIA), in accordance with the BIA budget.

The property tax levy can be collected using one of three alternative methods: a proportion of assessed value, a fixed amount per parcel, or a fixed amount per foot

of frontage. The bylaw specifies which system is to be used. Appendix 5 shows some sample calculations of the costs under the three approaches.

While the levy is collected directly from property owners, it is possible that property owners may be able to make arrangements with their tenants (who are likely to be businesses) to contribute to the payment of the levy.

These arrangements could include:

- provisions of existing net leases, which already require tenants to pay their share of operating costs, including taxes.

- amendments to existing leases, whereby tenants would agree to pay a pro rata share of the levy even though their existing leases may not require that they do so.

- letters of understanding, whereby tenants would agree to voluntarily pay a fair share of the levy.

5.0 GETTING STARTED

This document provides only a very general introduction to the concept of a Business Improvement Area and how to set up and operate one.

For more information, contact:

BIA Coordinator
Ministry of Municipal Affairs
747 Fort Street, 7th Floor
Victoria, British Columbia
V8W 3E1

Telephone: (604) 387-4089
Fax: (604) 356-1873

Before you contact the Ministry, it would be helpful if you consider the following questions:

1. Is there already a Downtown Revitalization Program, Heritage Area Revitalization Program, or similar program active in the area you are considering for a BIA?

   If there is, it will be useful to talk to the people involved before proceeding too far on the BIA initiative. If there are ongoing revitalization efforts, they should be coordinated as much as possible with the establishment of the BIA, so that the efforts of all participants are coordinated to maximum advantage.

2. What group is in the best position to carry the ball in the drive to establish a BIA?

   If there is no existing group, think about how to start one and who to invite. If there is an existing group that should participate (such as a downtown business association), get them involved right from the start.

APPENDIX 1

ENABLING LEGISLATION FOR BUSINESS IMPROVEMENT AREAS

ENABLING LEGISLATION

FOR

BUSINESS IMPROVEMENT AREAS (BIA)

(The following excerpt is reprinted from
Miscellaneous Statutes Amendment (No. 5), 1987.
It is not a government verified version. It
may not be accurate or up to date.)

The Municipal Act, R.S.B.C. 1979, c. 290, is amended by adding the following section:

Business Improvement areas

269.1 (1) In this section

"applicant" means a corporation, association or organization applying to the council for a grant of money under this section;

"business area" means an area in a municipality where business or commerce is carried on;

"business improvement area" means a business area designated by bylaw as a business improvement area under subsection (3)(a);

"business promotion scheme" means

(a) carrying out studies or making reports respecting one or more business areas,

(b) the improvement, beautification or maintenance of streets, sidewalks or municipally owned land, buildings or structures in one or more business improvements areas, and

(c) the encouragement of business in one or more business improvement areas.

(2) Notwithstanding section 292, but subject to this section, a council may, by majority vote, grant money to an applicant that has as one of its aims, functions or purposes the planning and implementation of a business promotion scheme.

(3) Before a council grants money under subsection (2), the council shall by bylaw

(a) designate the appropriate business area as a business improvement area,

(b) name the applicant to which the money will be granted,

(c) establish the amount of money to be granted,

(d) require that the money granted must be expended only

(i) by the applicant to which the money is granted, and

(ii) in accordance with the conditions and limitations set out in the bylaw and for a business promotion scheme set out in the bylaw, and

(e) require that all or part of the money granted to the applicant, as determined by the council, be recovered within the business improvement area from owners of land or improvement or both, or from other persons from whom charges provided in this Act may be collected in the business improvement area.

(4) For the purpose of a requirement under subsection (3) (e), the council may levy and impose within the business improvement area any or all of the following:

(a) a rate on land or improvements, or both, that fall or would fall within Class 5 or 6 of the Assessments - Classes and Percentage Levels Regulation, B.C. Reg. 438/81, as that regulation stands on the day this section comes into force;

(b) a frontage tax;

(c) other charges provided in this Act.

(5) Where a council enacts a bylaw under subsection (3), it shall set conditions and limitations on the receipt and expenditure of money granted under subsection (2) and, without restricting the generality of the foregoing shall, by the bylaw,

(a) require that the applicant submit each year a budget for approval by council,

(b) require the applicant to account for the money granted to it under subsection (2) in the form and manner specified in the bylaw, and

(c) require the applicant to take out and maintain insurance of the type and in the amount specified in the bylaw.

(6) Section 674 (4) to (6) and the sections referred to in those provisions apply in respect of a bylaw authorized under this section, and for this purpose:

(a) a business improvement area shall be deemed to be a specified area within the meaning of section 674,

(b) a business promotion scheme shall be deemed to be a work or service within the meaning of section 674,

(c) sections 36 and 38 apply for the purpose of determining who is an elector under section 674(4), and

(d) an elector under section 674(4) includes a person qualified and registered as an elector under section 36 or 38.

(7) Sections 676 and 677 apply in respect of a business improvement area as if it were a specified area.

(8) Part 10 applies in respect of rates, taxes and charges imposed under this section.

(9) A bylaw designating a business improvement area ceases to have effect on the earlier of

(a) 5 years from the date the bylaw comes into force, or

(b) a date specified in the bylaw.

(10) The Lieutenant Governor in Council may make regulations considered necessary or advisable respecting business improvement area, and respecting business promotion schemes.

APPENDIX 2

SAMPLE BIA BYLAW
DRAFTED BY MINISTRY
OF MUNICIPAL AFFAIRS

SAMPLE IV

BIA SAMPLE BYLAW

DRAFTED BY MINISTRY OF MUNICIPAL AFFAIRS

Cross referenced to Section 269.1 of Municipal Act, Business Improvement Areas (Not including Vancouver Charter)

NAME OF MUNICIPALITY

BYLAW NO.____

BUSINESS IMPROVEMENT AREA (BIA)

A bylaw of the _____(Corporate Name)_____ to establish a specified area for the purposes of annually funding the _____(Name)_____ Business Improvement Area.

Whereas Section 269.1 of the Municipal Act of British Columbia provides Council with the authority to establish by bylaw specified areas for annual funding of Business Improvement Areas (BIA).

And Whereas the Council of _____(Corporate Name)_____ has received a Petition from the owners of certain properties lying within the Municipal Boundaries that have formed a BIA Merchant Association known as _____ to establish a Business Improvement Area to enable that association to do certain works and services and to market and promote business within that area.

Section 269.1 (6) deals with Petition, Assent and Council Initiate as per section 674 (4) to (6) of the Municipal Act.

And Whereas a report, prepared by the Clerk, has been received verifying the sufficiency of the Petition in accordance with the provisions of Sections 658 and 659 of the Municipal Act.

THEREFORE

The Council of the _____(Corporate Name)_____ in open meeting assembled enacts as follows:

1. Those lands within the area shown outlined on the map attached to and forming part of this bylaw as Schedule "A" are designated as a Business Improvement Area (BIA) within the meaning of Section 269.1 of the Municipal Act and shall be known as _____(Name of BIA)_____.

Section 269.1 (3) (a) and 269.1 (3) (b)

2. Council is hereby empowered to grant to the (Name of BIA) annually, for the term of this bylaw, money, not exceeding in amount, the sum of (specify dollar amount).

Section 269.1 (3) (c)

Note:

There is flexibility with this section for granting as follows:

- A fixed amount per annum
- A variable rate per annum, i.e. 1st Year $X, 2nd Year $Y, etc.
- A lump sum over the period of the bylaw; the annual amount can then be variable as to BIA's needs.

3. The money granted under Section 2 must be expended only by the Name of the BIA

Section 269.1 (3) (d) (i)

General Note

The bylaw may require the BIA to be a legal entity as either a corporation, association or organization which states in its own incorporation papers its mandate and objectives as well as membership requirements.

Note this will cross reference to Section 269.1 (5) (c) regarding "Maintaining Insurance of the type and in the amount specified in the bylaw" see Section 9 of this bylaw.

4. Money granted pursuant to Section 2 of this bylaw shall be expended only for projects provided for in the annual budget submitted by (Name of BIA) and approved by Council.

Section 269.1 (3) (d) (i)

5. The _____(Name of BIA)_____ shall submit, annually, on or before _____(date)_____, in the form attached to and forming part of this bylaw as Schedule "B", a budget for the purpose of (Specify scope, etc. of the BIA promotion).

Section 269.1 (5) (a) and (e) (d) (11)

6. The _____(Name of BIA)_____ shall account for the money granted and approved by Council for the previous year at the same time as the annual budget is submitted pursuant to section 5 hereof in the manner and form attached to and forming part of this bylaw as Schedule "C".

Section 269.1 (5) (b)

Note to Section 5 and 6: It is suggested that budget and accounting is of a uniform standard for all BIA's in any one municipality.

The bylaw shall state standards, i.e. Auditor or Municipal Inspection etc. what type of reports and information council may require to review grant requests and accounting review.

7. The ___(Name of BIA)___ shall not incur any indebtedness or other obligations beyond each budget year.

Note to Section 7: As this is an annual budget item council may wish to make it quite clear that there must not be indebtedness of any kind of the BIA association at year end.

8. There shall be levied annually against all taxable (specified basis for levy i.e., land and improvements) within the designated Business Improvement Area, rates sufficient to raise the sum of (amount specified in Section 2) or such lesser amount as granted to the (Name of BIA) pursuant to the provisions of this bylaw.

Section 269.1 (3)(e) and 269.1 (4)

9. The _____(Name of BIA)_____ is required to take out and maintain insurance in the following form and amount.

Section 269.1 (5) (c)

10. This bylaw shall be effective from the date of _____(adoption)_____ through (date - shall not exceed five years) inclusive.

Section 269.1 (9) and (b)

This bylaw may be cited as "(Name of BIA, bylaw No.___ 19___")

READ a first time this ___ day of _____, 19___.

READ a second time this ___ day of _____, 19___.

READ a third time this ___ day of _____, 19___.

RECONSIDERED AND ADOPTED

the ___ day of _____, 19___.

_____
Mayor

_____
Clerk

Certified a true copy of
Bylaw No. ___, this
_____ day of _____
19___.

_____
Clerk

APPENDIX 3

SAMPLE BIA BUDGETS

	BIA "A" (55 Members)	BIA "B" (140 Members)	BIA "C" (390 Members)
ADMINISTRATION			
Staff	$ 500	$7,500	$45,000
Office	0	0	2,500
Subtotal	$ 500	$7,500	$47,500
STREET BEAUTIFICATION AND MAINTENANCE			
Banners	0	$ 0	$5,000
Flowers, landscaping	0	5,000	15,000
Sidewalk maintenance	0	2,000	0
Christmas lighting	0	0	10,000
Subtotal	$ 0	$7,000	$30,000
MARKETING			
Christmas campaign	$5,000	$5,000	$10,000
Newspaper advertising	2,500	0	10,000
Special events	0	2,000	15,000
Subtotal	$7,500	$7,000	$35,000
PARKING/TRANSIT			
Awareness program	$ 0	$1,500	$ 0
RESEARCH AND PLANNING			
Consultant studies (e.g. Seminars, Customer research, Concept plan)	$ 500	$ 5,000	$15,000
TOTAL	$8,500	$28,000	$127,500

The sample budgets in the accompanying table show how three BIAs, of different sizes in different communities and with different priorities, might plan their annual activities and finances.

Each BIA would presumably have gone through a process of identifying a range of possible activities, estimating a reasonable target budget, selecting priorities and then finalizing the budget.

The members of "A" cannot afford a large budget. Their "staff" is a volunteer retired person who is paid a small honorarium. The members of "B" have hired a part-time secretary who helps with minutes, administration, and related work. BIA "C" has hired a full-time executive director and a part-time secretary, who work in a small storefront office.

Each BIA has selected specific street beautification and marketing activities for the year. Under research and planning, "A" has planned a one-day seminar with a consultant in merchandising and promotion. "B" will conduct an extensive customer survey and "C" is commissioning a marketing strategy and urban design concept.

Note that the overall cost per member is about $155 in "A", $200 in "B", and $327 in "C".

APPENDIX 4

TYPICAL ANNUAL BIA SCHEDULE

The BIA will receive most of its annual revenues in August or September, after the Municipality has collected the BIA levy along with the property tax. The typical cycle of annual events, therefore, could be as shown below.

JANUARY	BIA Annual General Meeting -election of Officers. -vote on proposed budget for coming fiscal year. -review current year's activities.
FEBRUARY/MARCH	Present proposed budget for coming fiscal year to Council.
APRIL	Council approves BIA budget and includes it in Municipal budget.
JULY	Municipality includes levy in tax notice for properties within BIA.
AUGUST/ SEPTEMBER	Municipality forwards funds to BIA. BIA begins implementation of this fiscal year's projects.
NOVEMBER	Prepare for upcoming AGM.

APPENDIX 5

SAMPLE CALCULATIONS OF BIA LEVY

The BIA levy can be based on:

- a fixed proportion of assessed value.
- a fixed charge per foot of frontage.
- a fixed charge per parcel of land.

Each approach is illustrated in the examples below.

Case 1: Assessed Value

Total BIA budget $25,000
Total commercial and industrial assessment base $10,000,000.
Levy $25,000/$10,000,000 or $2.50 per $1,000 of assessed value.
Charge for property valued at $100,000 = $250

Case 2: Frontage Charge

Total BIA budget	$25,000
Total lineal frontage	2,000 feet
Frontage Rate	$25,000/2,000 = $12.50 per foot

Charge for property with 30 feet frontage = $375

Case 3: Parcel Tax

Total BIA budget	$25,000
Total number of parcels	125
Tax per parcel	$25,000/125 = $200